Employee Engagement Summit

Health perspectives

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Royal Mail

In 15 minutes we will cover

- Brief introduction: Black/Marmot/Boorman
- Building a business case for NHS
- Achievements of Royal Mail
- Conclusion

Introducing Su

- Group Head of Health, Royal Mail, 2002-2009
- Innovations, The Virtual Company
- Business case for Attendance and Well Being

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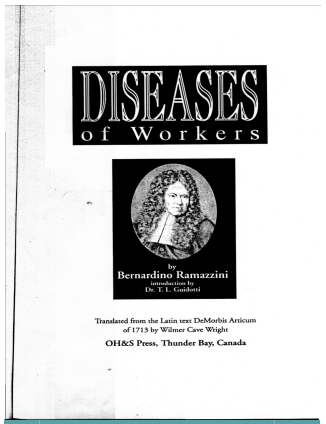
Myth: Work is harmful

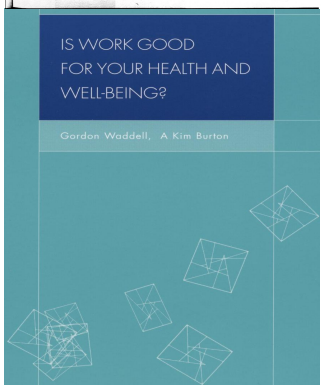
Suicide

- Young men: > 6 months out of work increased x40 (Wessely, 2004)
- In general: increased x6 in longer-term worklessness (Bartley et al, 2005)

Worklessness

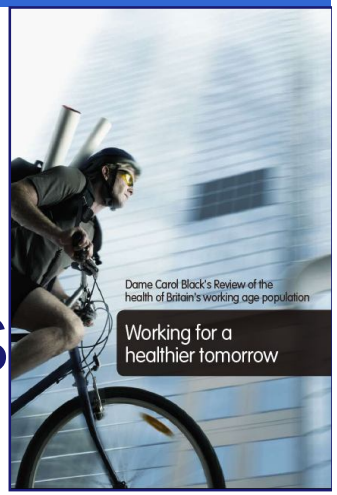
- Greater risk than most dangerous jobs (Construction/North Sea)
- "Long term: is one of the greatest known risks to public health"

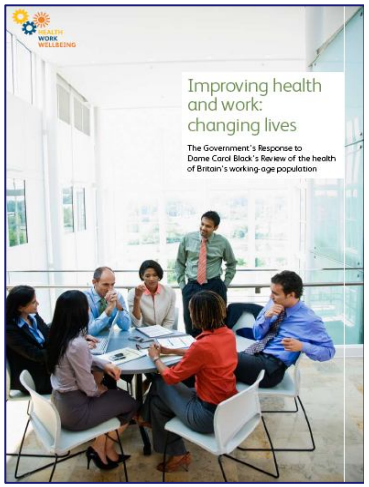




Working For a Healthier Tomorrow

- Dame Carol Black's appointment & review
- Cost of ill health among working age population: equiv to running a second NHS
- LT worklessness has consequences on health of individual, & family
- Unemployment impacts on physical & mental health
- Good Work protects health





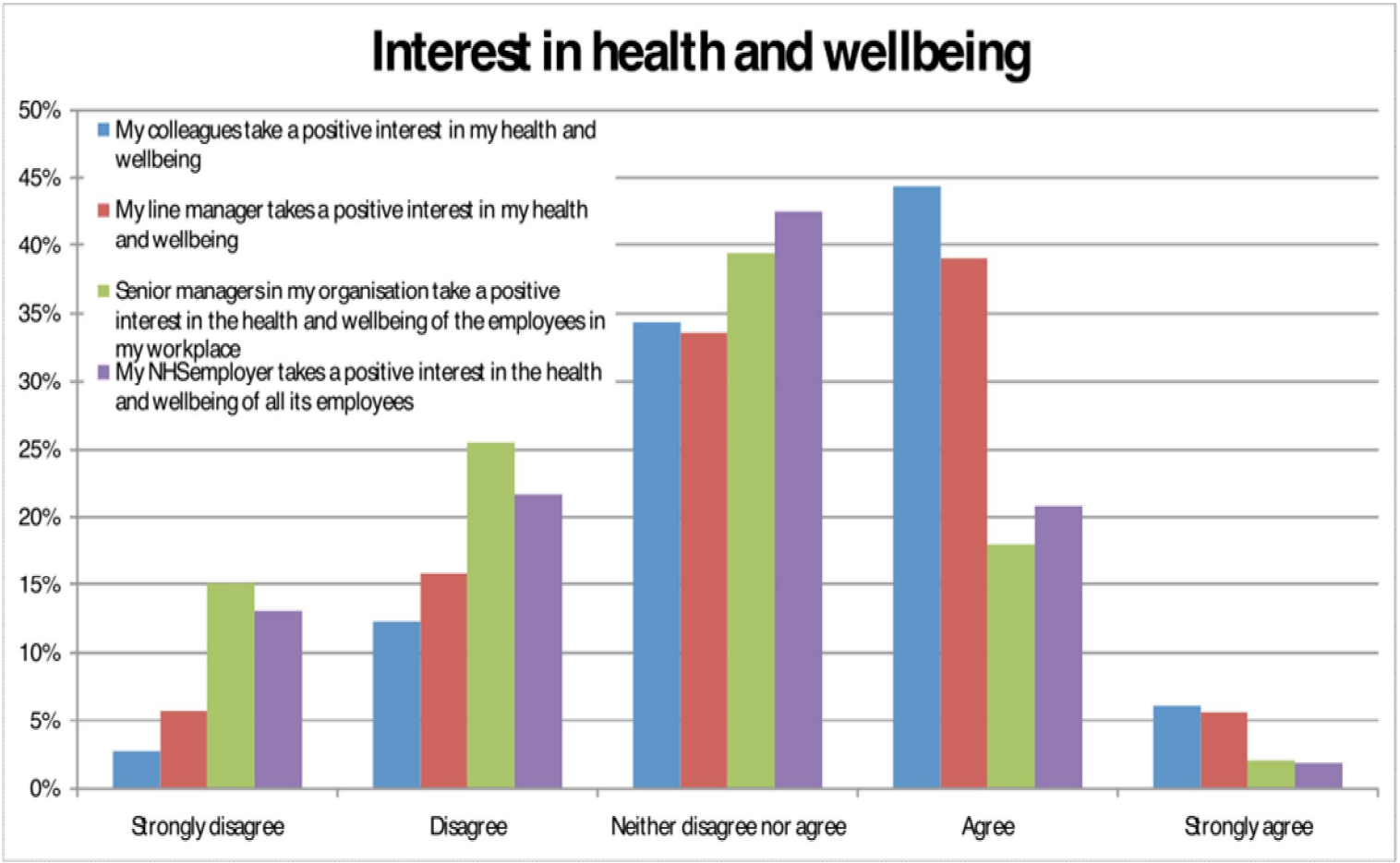
What is Good Work? Marmot highlighted ten key components (1)

▪Precariousness	**stable, risk of loss, safe**
▪Individual control	**decision making**
▪Work demands	**quality and quantity**
▪Fair employment	**earnings and security**
▪Opportunities	**training, promotion, health, growth**

Physical & psychosocial environments critical (2)

▪Prevents	**social isolation, discrimination, violence**
▪Share Information	**participate in decision making, collective bargaining, justice if conflict**
▪WorkLife balance	**quality & quantity**
▪Reintegrates	**sick & disabled**
▪Promotes HWB	**psychological needs: self efficacy, self esteem, belonging & meaningfulness**

Leadership & Staff Engagement
A worrying initial finding!



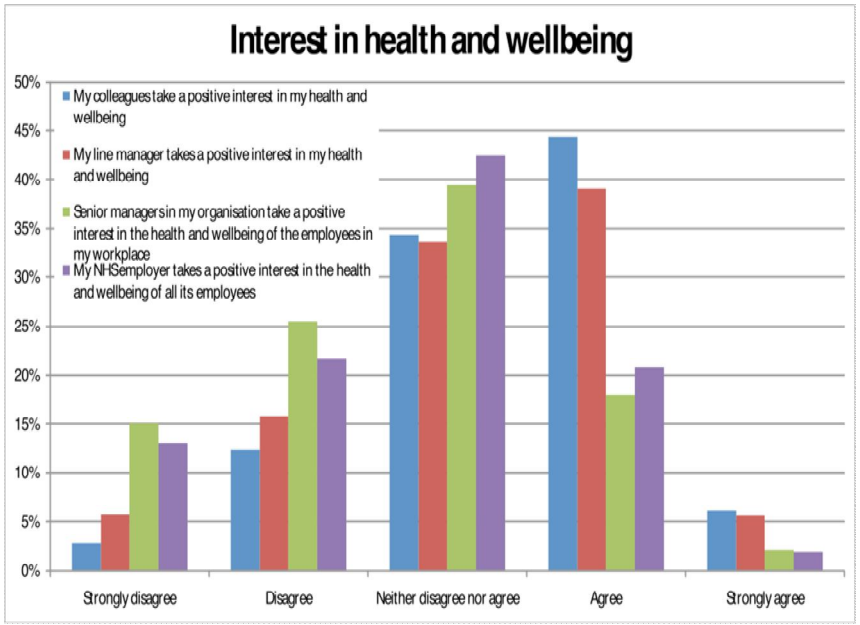
"Research carried out in the NHS as part of the Health at Work in the NHS programme, run from 1992 to 2002, showed that action to improve staff health and welfare was most successful where it was high on the management's list of priorities and where the action taken was integrated with other management action"

Respondent, NHS Employers

Leadership & Staff Engagement
Is HWB Important?

80% of NHS staff felt their HWB impacted on quality of patient care,

but only 40% believed their employer cared



Over 65% of staff reported coming to work in last month feeling ill enough to consider taking time off

The Case for Change
Correlation between HWB performance & outcomes

	Trust A	Trust B	Trust C	Trust D
Absence Rate	4.21%	4.04%	4.58%	4.70%
Turnover Rate	10.5%	9.79%	11.65%	17.02%
Agency Spend	1.70%	2.96%	1.71%	4.57%
Patient Satisfaction	78.9	76.4	77.4	67.5
MRSA rate	0.65	0.88	1.56	0.95
Health Check: Quality of Services	Excellent	Excellent	Weak	Fair
Health Check: Use of Resources	Excellent	Excellent	Weak	Weak

Why Health & Well-being?
Impact of poor health & well-being

Current staff health and wellbeing[1]:

- **10.3 million working** days lost/year
- Equivalent to **45,000 FTEs**
- Costing **£1.7 billion**[1]

Reducing absence by **a third**[7]:

- **3.4 million days gained**
- **14,900** additional FTEs for patient care
- Annual savings of **£555m**

Total savings likely to be higher when indirect costs of absence taken into account

	Current Reality		Across the NHS, reducing overall absence by 33% would result in		An average sized Trust, moving from lower quartile to upper quartile, would gain[8]:	
Trust Type	Rate of absence[6]	Range across Trusts	Additional FTEs per year	Annual savings	Additional FTEs per year	Annual savings
Overall[1]	4.48%	1.75% - 7.42%	14,900	£560 million	48	£1.8 million
Ambulance[2]	5.76%	4.17% - 7.42%	600	£21 million	37	£1.3 million
Mental Health[3]	5.24%	1.95% - 6.91%	2,400	£83 million	39	£1.4 million
PCT[4]	4.43%	1.91% - 6.17%	2,800	£98 million	14	£485,000
Acute[5]	4.17%	1.75% - 6.17%	8,800	£340 million	42	£1.6 million

Why Health & Well-being in the NHS?

A case for change: higher priority for staff health

Healthy workforce essential for NHS to meet 21st Century challenges & deliver Lord Darzi's vision of High Quality Care for All

- Rising demand: demographics & increasing expectations
- Imperative to deliver better quality care
- £20bn savings[1] can only be delivered by a healthy & productive workforce
- Innovative approaches required to address additional pressures on staff
- Keeping communities well needs prevention as a key workforce skill

NHS Constitution gives legal rights to:

THE NHS CONSTITUTION
the NHS belongs to us all

- Patients & public: quality of care
- Staff: rewarding jobs in a healthy and safe environment

NHS cornerstone of Government response to Dame Carol Black

- NHS should be an exemplar of workplace health
- Improving staff health can improve the health of the general population

[1] Source: NHS Chief Executive's annual report 2008/09

LSE :Value of Rude Health

- >£227 million saving over 3 years
- Small depot: impact equivalent to 14 extra parcels or £2700 a day
- Direct link to Q of S & sales
- Since savings continued, attendance now 40% improved on base line

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2008-2009 Annual Report

- Op profit from £162 to £320 million (98% improvement from 07-08)
- All Businesses in profit for the first time in 20 years, and hitting all targets
- Tough economic climate: Worst market conditions for 50 years

Royal Mail

Feedback example

- " My pain is no more, and I don't really think about it that much as I once previously did. I feel as though I've been **given another lease of life**, as I'm now going back to judo, which basically, is the only thing that I really enjoy doing. I now go to the gym every day and **I am ever present at work**.

If I continue with my stretches and exercises I think I'll have my life completely back on track. I am now **happier** and I just wish I could give you guys something back to say thanks."

Future World Judo Champion – (U73kgs)

Royal Mail

Thank you. In conclusion:

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- HWB powerful engagement tool
- Business case made by Royal Mail
- Strong business case for NHS
- Strong business case for UK plc